

**DSMC
Press
Publications
for the
Defense
Acquisition
Workforce**



December 1997



The DSMC Press

Defense Systems Management College

Fort Belvoir, Virginia 22060-5565

Commercial: (703) 805-3056

DSN: 655-3056

NOTE: New or revised publications will be announced in DSMC's *Program Manager* magazine as they become available.

YOUR ONLINE ACCESS TO ACQUISITION RESEARCH, CONSULTING, INFORMATION, AND COURSE OFFERINGS

Now available on the DSMC Home Page

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Acquisition Research *Symposium Proceedings*

Acquisition Review Quarterly Journal
and Index

Best Practices

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David D. Acker Library

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Research (ROAR)

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Survey Updates and Results

Technical Report Abstracts

Links to Related Sites

ACQ Web (Office of the Under Secretary of
Defense for Acquisition and Technology)

AR Net (Acquisition Reform Net)

Best Software Practices

Continuous Acquisition and
Life Cycle Support

Defense Acquisition University (DAU)

DoD Acquisition Deskbook

Defense Technical Information Center (DTIC)

Manufacturing Practices

National Institute for Standards and
Technology (NIST)

DSMC Home Page

The College has its own Home Page on the Internet. Many of the publications listed within this book are available on-line in HTML and/or PDF formats, and more are being added as time permits. To access the DSMC Home Page type:

<http://www.dsmc.dsm.mil>

DIVISION OF COLLEGE ADMINISTRATION AND SERVICES

The Division of College Administration and Services (DCAS) provides logistical, operational, administrative, and informational services to DSMC.

DSMC Press

The DSMC Press manages the publication process. This includes editing and formatting, designing charts and original art, and preparing files for print or electronic placement on the DSMC Home Page. The Press produces guidebooks, the Program Manager magazine, the refereed ARQ journal, and DSMC Catalog. It also acts as the liaison between DSMC and GPO, the Defense Automated Printing Service, and bulkmailing service.

Commercial: (703) 805-3364

Fax: (703) 805-2917

HOW TO ORDER DSMC PUBLICATIONS

Please note that some publications listed are now available only from DTIC or NTIS. Others are available in limited quantity from the DSMC Distribution Center. The *Acquisition Review Quarterly* is now free to subscribers. Some older publications are still available as general references, but newer publications are your best source of information regarding changes due to major acquisition reform.

Ordering Guidebooks

Current students and government employees can obtain a single copy from the Publications Distribution Center in the basement of building 204, located at the Fort Belvoir campus. Government nonstudent requests must be in writing. Please fax or mail requests to:

DEFENSE SYST MGMT COLLEGE
ATTN ASPR
9820 BELVOIR ROAD SUITE 3
FT BELVOIR VA 22060-5565

Fax: (703) 805-3726

Multiple copies requested by government personnel must be purchased through GPO. Non-government personnel must purchase one or more copies through GPO. Requests by government organizations for multiple copies will be reviewed by DSMC on a case-by-case basis; a MIPR may be required for reimbursement. Permission to reprint locally may be granted by DSMC to another organization.

Publications described in this brochure are available from one or more "sources" as indicated.

Publications without a stock number are available only through the DSMC Publications Distribution Center.

Defense Technical Information Center

The Defense Technical Information Center (DTIC) sells copies of DSMC publications (on microfiche and hard copy made from microfiche) to government and industry subscribers. Cite the title and appropriate DTIC number and address requests to:

DTIC
8725 JOHN J. KINGMAN ROAD
ATTN DTIC BR
SUITE 0944
FORT BELVOIR VA 22060-6218

Commercial: (703) 767-8274
DSN: 427-8274

National Technical Information Service

Publications available from DTIC are also available to the general public through NTIS. Use the DTIC ADA number and address requests to:

NTIS
5284 PORT ROYAL ROAD
SPRINGFIELD VA 22161

Commercial: (703) 487-4650

Government Printing Office

The U.S. Government Printing Office (GPO) sells a number of DSMC publications through its retail bookstores located in Washington, D.C., and other cities around the country (see page 36). Visit their Home Page at:

http://www.access.gpo/su_docs/

Mail orders may be placed by writing to:

SUPERINTENDENT OF DOCUMENTS
US GOVERNMENT PRINTING OFFICE
WASHINGTON DC 20404

GPO accepts Mastercard and VISA orders.
Commercial: (202) 512-1800
Fax: (202) 512-2250

Program Manager and the Acquisition Review Quarterly

Both the *Program Manager (PM)* and the *Acquisition Review Quarterly (ARQ)* are available at no cost to government employees at the address below. Nongovernment personnel must subscribe to *Program Manager* through the Government Printing Office at the address above. The *Acquisition Review Quarterly* is now free to all subscribers at the address below.

DEFENSE SYST MGMT COLLEGE
ATTN DSMC PRESS
9820 BELVOIR ROAD
SUITE 3
FT BELVOIR VA 22060-5565

PUBLICATIONS CURRENTLY AVAILABLE

Program

Management Guidebooks

(Refer to pages 10-14)

- *Acquisition Strategy Guide* (1998)
- *Congressional Involvement and Relations* (1996)
- *Glossary of Defense Acquisition Acronyms and Terms* (May 1997)*
- *Guide for the Management of Multinational Programs* (1987)#
- *Introduction to Defense Acquisition Management* (1996)*
- *Joint Logistics Commanders Guidance for Use of Evolutionary Acquisition Strategy to Acquire Weapon Systems* (1995)
- *Joint Program Management Handbook* (1996)*
- *Program Manager's Notebook* (1997 updates available on DSMC Home Page)*
- *Program Manager's Toolkit*
- *Scheduling Guide for Program Managers* (1994)
- *Standards and Trade in the 1990s* (1993)

Technical

Management Guidebooks

(Refer to pages 15-18)

- *Defense Manufacturing Management Guide* (1989)
- *Logistics Management Guide* (1997)
- *Mission Critical Computer Resources Management Guide* (1990)
- *Risk Management Guide* (1998)
- *Systems Engineering Management (SEM) Guide* (1990)#
- *Test and Evaluation Management Guide* (1997)
- *Warranty Handbook* (1992)#

Business and

Financial Management Guidebooks

(Refer to pages 19-21)

- *Commercial Practices for Defense Acquisition* (1992)#
- *Effects of a Scale-down in Defense Budgets – Volumes I* (1993), *II* (1995), and *III* (1995)
- *Indirect Cost Management Guide* (1997)*

Acquisition Law Guidebook

(Refer to page 21)

- *Streamlining Defense Acquisition Laws – Executive Summary: Report of the Acquisition Law Advisory Panel to the U.S. Congress (1993)*

General Guidebooks

(Refer to pages 22)

- *Process Improvement: The DSMC Approach (1995)*
- *Skill in Communication (1992)#*

Military Research Fellows Reports

(Refer to pages 23-26)

- *Using Commercial Practices in DoD Acquisition (1989)#*
- *EUROPE 1992 – Catalyst for Change in Defense Acquisition (1990)*
- *International Cooperation – The Next Generation (1991)*
- *NDI Acquisition – An Alternative to “Business As Usual” (1992)#*
- *Virtual Prototyping – Concept to Production (1993)*
- *Systems Acquisition Manager’s Guide for the Use of Models and Simulations (1994)*
- *Modernization in Lean Times: Modifications and Upgrades (1995)*
- *Navigating the Digital Environment: A Program Manager’s Perspective (1997)**
- *A Model for Leading Change: Making Acquisition Reform Work (1997)**

Periodicals

(Refer to pages 27-28)

- *Acquisition Review Quarterly refereed journal**
- *Program Manager bi-monthly magazine**

Technical Reports

*Abstracts only are on the DSMC Home Page
(Refer to pages 29-33)*

- *Acquiring Defense Systems – A Quest for the Best (TR 1-93)**
- *Acquisition Policy Implications: National Defense Authorization Act for Fiscal Year 1993 and Department of Defense Appropriations Act for Fiscal Year 1993 – Summary and Assessment (TR 2-93)**
- *Traditions Die Hard: The Relevance of the Indian Wars to the U.S. Army of the Year 2000 (TR 3-93)**

* DSMC Home Page

DTIC/NTIS only

- *The Impact of the Under Secretary of Defense for Acquisition on Defense Science and Technology - An Organizational Culture Study* (TR 1-94)*
- *Lessons Learned Working with the Army's Mobile Subscribers Equipment (MSE) Program* (TR 2-94)*
- *Project Kaizen - Review of the Oversight by Congress of DoD Acquisition Programs* (TR 3-94)*
- *An Abstract Model of Rogue Code Insertion into Radio Frequency Wireless Networks* (TR 4-94)*
- *The Sociopolitical Aspects of German Industrial Organization* (TR 5-94)*
- *Environmental Practice in Program Management Offices* (TR 1-95)*
- *A Study of the Relationship Between Initial Production Articles Used in a System Development Program and the Success of that Program* (TR 2-95)*

Defense Acquisition Management

(Refer to page 34)

- *Defense Systems Acquisition Management Process Chart* (CORP 3000R2, January 1997)

Other Publications

(Refer to page 34)

- DSMC Catalog
- *Acquisition Review Quarterly* journal*
- *Program Manager* magazine*

ACQUISITION STRATEGY GUIDE (3rd Edition, 1998)

In a single source, this Guide outlines the factors that a program manager and the team should consider in structuring, developing, and executing an acquisition strategy. A process shows the development and execution of the acquisition strategy together with criteria for evaluating a proposed strategy. Two samples of the Acquisition Strategy Report (ASR), in Appendix C, reflect a critical part of the acquisition strategy process.



AVAILABLE MARCH 1998

SOURCES:

DSMC

GPO – (TBA)

DTIC/NTIS – ADA (TBA)

DSMC Home Page--PDF

CONGRESSIONAL INVOLVEMENT AND RELATIONS A Guide for DoD Acquisition Managers (1996)

This Guide helps defense acquisition managers obtain the necessary knowledge of congressional involvement and relations. While it specifically addresses acquisition matters, it also offers cross-the-board applications for the acquisition managers and should be useful to all DoD officials. This Guide describes how the organization and structure of Congress work to accomplish two major responsibilities: the legislative process and the oversight function.



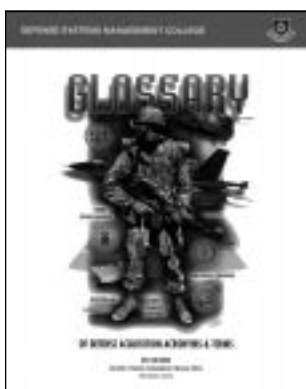
SOURCES:

DSMC

DTIC/NTIS – ADA 307-048

GPO – 008-020-01396-0 (\$8.00)

***GLOSSARY OF
DEFENSE
ACQUISITION
ACRONYMS AND
TERMS
(May 1997)***



This glossary contains acronyms, abbreviations, and terms commonly used in the weapon systems acquisition process within the DoD and industry. It is particularly useful for persons outside the service who need a generic, as well as Service-unique, reference.

SOURCES:

DSMC

DTIC/NTIS – TBA

GPO – 008-020-01425-7 (\$14.00)

DSMC Home Page--HTML

***GUIDE FOR THE
MANAGEMENT OF
MULTINATIONAL
PROGRAMS
(1987)***

Multinational courses use this Guide while at DSMC. Beyond the classroom, the Guide is a useful desk reference for program and project management offices. Program Managers familiar with the basic concepts, terms, and definitions employed in domestic programs will find this Guide useful. Its purpose is to assist with the multifaceted features of an international acquisition program, both in this country and overseas.

SOURCES:

DTIC/NTIS – ADA 191-433

***INTRODUCTION TO
DEFENSE ACQUISITION
MANAGEMENT
(1996)***

This third edition reflects the DoD 23 February 1991 “5000 series” of directives and instructions, as well as more recent changes. The focus is on acquisition policies and procedures. It includes a section on the Requirements Generation Process, one of the three major decision making support systems the successful program manager needs.

SOURCES:

DSMC

DTIC/NTIS – ADA 314-775

GPO – 008-020-01399-4 (\$3.75)

DSMC Home Page--PDF

***JOINT LOGISTICS
COMMANDERS
GUIDANCE FOR
USE OF
EVOLUTIONARY
ACQUISITION
STRATEGY TO
ACQUIRE WEAPON
SYSTEMS
(1995)***



The environment in which military acquisition occurs has changed substantially since the Joint Logistics Commanders (JLC) Guidance on Evolutionary Acquisition (EA) was first issued. Indeed, the changes are so sweeping that it appears necessary to rethink completely the methodology used to acquire almost all weapon systems. This Guide replaces the previous JLC guidance - *Evolutionary Acquisition: An Alternative Strategy for Acquiring Command and Control (C2) Systems* published in March 1987. Offering an updated evolutionary acquisition process as a tailored, streamlined acquisition strategy for acquiring weapon systems, the process is consistent with current guidance and can help shorten the time between requirement genesis and weapon systems availability.

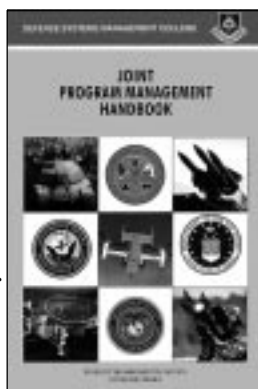
SOURCES:

DSMC

DTIC/NTIS – ADA 296-175

GPO – TBA

JOINT PROGRAM MANAGEMENT HANDBOOK (1996)



This edition updates and replaces the *Joint Logistics Commander's Guide for The Management of Joint Services Programs*, 3rd edition, published by DSMC in 1987. This Guide addresses changes in the joint requirements process and the 1991 and 1992 revisions of the DoD "5000 series" directives and instructions. If you are new to the acquisition process or unfamiliar with changes to the acquisition process that have taken place since 1991, you should use it with the separately published *Introduction to Defense Acquisition Management*, 3rd edition by Joseph Schmoll (DSMC Press, 1996).

SOURCES:

DSMC

DTIC/NTIS – ADA 322-062

GPO – 008-020-01405-2 (\$5.50)

DSMC Home Page--PDF

PROGRAM MANAGER'S NOTEBOOK AND FACT SHEET UPDATES

Program managers and related functional or staff managers will find this a unique reference tool. It contains a series of fact sheets on the fundamentals of nearly all major facets of program management with references to sources for more detailed information. The Notebook is continually updated on the DSMC Home Page. This allows for posting information that reflects current changes due to acquisition reform.

SOURCE:

Digital updates

DSMC Home Page-HTML

PROGRAM MANAGER'S TOOL KIT (1997)

This "Tool Kit" contains a graphic summary of acquisition policies and managerial skills used by DoD program managers. Updated from a version of a "Tool Box" first developed by Mr. Charles Schied of PMC 92-1, it fits a small 3-hole "Day Timer" and contains information from DSMC's Intermediate Systems Acquisition Course and Advanced Program Management Course. This summary is a guide only, and is not a substitute for official policy or guidance.

Source:
DSMC Press

SCHEDULING GUIDE FOR PROGRAM MANAGERS (1994)

This introduction to scheduling is for those with some experience in program management, and provides program management personnel with a basic understanding and familiarity with the newest and most effective scheduling methods in defense systems acquisition. Of particular interest is the effect of scheduling on the planning and controlling defense acquisition program phases. Discussions include scheduling considerations and methods, time management, line-of-balance, and resource leveling.



SOURCES:
DSMC
DTIC/NTIS – ADA 283-687
GPO – TBA

STANDARDS AND TRADE IN THE 1990s (1993)

This Guide recognizing the importance of standards in the area of military acquisition and cooperation with NATO. It includes important background information on the evolution of standards and conformity assessment in both the United States and Europe, and the genesis of the International Organization for Standardization standards - ISO 9000.

SOURCES:
DTIC/NTIS – ADA 264-175

DEFENSE MANUFACTURING MANAGEMENT GUIDE (1989)

Program managers and their staffs will find this useful desk reference. This Guide is particularly useful for preparing and executing the production phase of a program. Discussion of manufacturing management includes such topics as manufacturing planning, scheduling, and cost estimating; producibility; manufacturing processes and controls; transitioning from development to production; product assurances; and factories of the future.

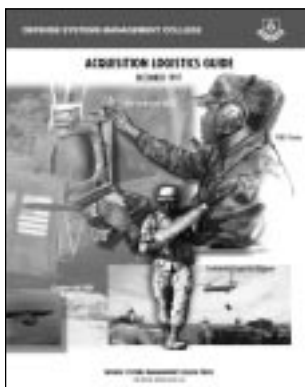
SOURCES:

DSMC

DTIC/NTIS – ADA 214-341

LOGISTICS MANAGEMENT GUIDE (1997)

Concepts and techniques of integrated logistics support (ILS) research, development, and acquisition management are the main themes of this Guide. These themes address the development of logistics management in programming, budgeting, and contracting; test and evaluation; program support; and international, non-major, and joint programs. Newcomers and experienced practitioners will benefit from the information.



SOURCES:

DSMC

DTIC/NTIS – TBA

DSMC Home Page--PDF

GPO – 008-020-01436

**MISSION CRITICAL
COMPUTER
RESOURCES
MANAGEMENT
GUIDE
(1990)**

This Guide belongs to a family of educational guides with a DoD perspective (i.e., non-service particular). DSMC course directors use the information as teaching tools. Program and project management personnel with some familiarity of the acquisition process basic terms and definitions use this Guide as a desk reference.

SOURCES:

DSMC

DTIC/NTIS – ADA 264-652

**RISK
MANAGEMENT
GUIDE
(1998)**

This handbook is for seasoned managers, as well as those with little experience accomplishing a quantitative risk assessment of an acquisition program. The handbook explains what a risk assessment is and why it should be considered; describes various methods for conducting risk assessments; and contains detailed appendices with additional information on techniques, service policies, and centers for research.



AVAILABLE MARCH 1998

SOURCES:

DSMC

DTIC/NTIS – ADA (TBA)

GPO – TBA

DSMC Home Page--PDF

***SYSTEMS
ENGINEERING
MANAGEMENT (SEM)
GUIDE
(1990)***

The development of numerous tools and processes is examined, such as defining requirements, configuring, and sizing the system; managing its development; and verifying the capability of design to assist the systems engineer. This Guide compiles many of these tools and provides an overall description of systems engineering and systems engineering management. Program managers familiar with systems engineering management and its role in the overall technical management of a program will find this Guide useful.

SOURCE:
DTIC/NTIS – ADA 223-168

***TEST AND
EVALUATION
MANAGEMENT
GUIDE
(1997)***

This Guide is provided as an educational supplement giving a DoD perspective (i.e., non-Service particular). Information in the guide is used as a teaching tool at DSMC, and as a desk reference for program and project management offices. The basic premise provides insights into managing DoD test and evaluation events within the system's life cycle. Additionally, this guide offers the reader a clearer understanding of the various decision makers within the process, and how and when to plan test and evaluation events.



SOURCES:
DSMC
DTIC/NTIS – TBA
GPO – TBA

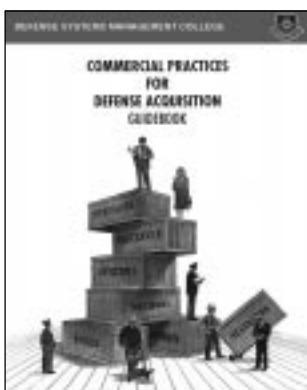
**WARRANTY
HANDBOOK
(1992)**

As a reference, this handbook helps military service program managers meet warranty law requirements. It addresses a wide range of topics, from warranty acquisition strategy, to development of terms and conditions, to operational phase coordination. Program managers are reminded that the intent of the Congress is to purchase weapon system warranties that are meaningful and make good business sense. Despite the challenges inherent in development and administration, weapon system warranties can be successful.

SOURCES:
DTIC/NTIS – ADA 262-788

COMMERCIAL PRACTICES FOR DEFENSE ACQUISITION (1992)

Identifying commercial practices that are useful to the DoD program manager is the premise of this Guide. Information ranges from the effects a specific inhibitor has on a commercial practice of traceability to regulation and public law sources. The entire acquisition workforce will find this a useful reference tool. The information in this Guide is based on a study commissioned by DSMC to study commercial practices.



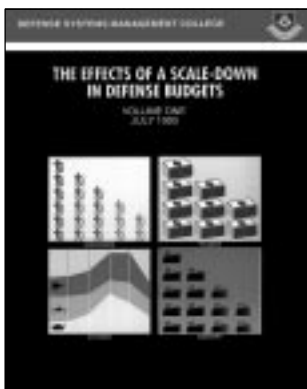
SOURCES:

DTIC/NTIS – ADA 266-854

GPO – 008-020-01273-4 (\$11.00)

EFFECTS OF A SCALE-DOWN IN DEFENSE BUDGETS VOLUME I (1993)

This is Volume I in a series of three books that compare the effects on U.S. and German industry during defense budget scale-downs. This volume is a pilot study in search for comparative methodologies, using the American Abrams and German Leopard tanks.



SOURCES:

DSMC

DTIC/NTIS – ADA 285-597

***EFFECTS OF A
SCALE-DOWN IN
DEFENSE
BUDGETS:
German Industrial
Organization
VOLUME II
(1995)***

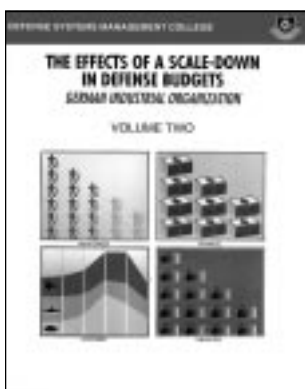
Delving into the German infrastructure is the basis of Volume II.

Although some comparisons are made between German and American economic measures and industrial efficiency, the focus is on the German managerial decision making process. German industry contributes its success to the ready availability of a highly educated, skilled, and disciplined labor force. Analyses are made of the industrial structure as viewed within the overall institutional system.

SOURCES:

DSMC

DTIC/NTIS – ADA 293-579



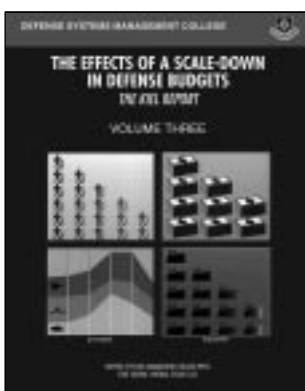
***EFFECTS OF A
SCALE-DOWN IN
DEFENSE
BUDGETS:
The Kiel Report
VOLUME III
(1995)***

This third Volume in a series of research efforts compares American and German scale-down efforts. The Kiel Report highlights various facets of the German industrial structure, along with the underlying factors creating this structure. Moreover it represents the “German view” of these matters.

SOURCES:

DSMC

DTIC/NTIS – ADA 296-383



***INDIRECT COST
MANAGEMENT
GUIDE
(1997)***

Management in DoD has become increasingly concerned with broad-based increases in defense contractor indirect cost rates. The major factor is a significant reduction in the business base for most defense contractors because of the declining defense budget. The DoD has undertaken expanded efforts to strengthen monitoring of indirect costs. This guide demystifies what many refer to as the "sea of overhead," and provides a complete overview of indirect cost management.

SOURCES:

DSMC

DTIC/NTIS – ADA 293-579

DSMC Home Page--PDF

GPO – TBA

ACQUISITION LAW GUIDEBOOK

***STREAMLINING
DEFENSE
ACQUISITION LAWS –
EXECUTIVE SUMMARY:
Report of the Acquisition
Law Advisory Panel
to the U.S. Congress
(1993)***

This document summarizes the Report of the Department of Defense Acquisition Law Advisory Panel, transmitted 14 January 1993, to the congressional defense committees, as directed by § 800, Public Law 101-510. Entitled *Streamlining Defense Acquisition Laws*, the Report consisted of over 1,800 pages, reflecting 16 months of intense effort by the Section 800 Panel to fulfill its charter. This monumental study presented the Panel's recommendations on over 600 statutes that were selected for review-each affecting the defense acquisition process in some way. The Panel members recognized the need for an additional publication to highlight their principal findings and recommendations for the diverse and often divergent communities who are important stakeholders in defense and other government procurement matters.

SOURCES:

DTIC/NTIS – ADA 264-919

***PROCESS IMPROVEMENT-
THE DSMC APPROACH
2nd Edition
(1995)***

A Guide about how DSMC institutionalizes quality philosophies and practices into the organization. This implies a management system that focuses on the needs and requirements of its customers; has a systems perspective; uses teams to make continual improvement on processes; gets everyone committed to excellence; and has the leadership to align systems, strategies, and people.

SOURCES:
DSMC
DTIC/NTIS – ADA 300-815

***SKILL IN
COMMUNICATION
(1990)***

This concise booklet explains the skills needed for effective communication. Suggestions for presenting plans and ideas and discussing effective writing, as well as efficient listening and reading, are discussed. The book offers helpful insight into nonverbal communication, communication barriers, techniques for conducting successful meetings and communication within the organization.

SOURCES:
DTIC/NTIS – ADA 262-900

MILITARY RESEARCH FELLOWS REPORTS

The Military Research Fellows program is an 11-month senior Service, college-level fellowship at the DSMC. Chartered by the Under Secretary of Defense for Acquisition, the program has a dual purpose: first to provide professional military education for three selected officers from the Army, Navy and Air Force; and second to conduct research in a subject of interest to the U.S. acquisition community.

USING COMMERCIAL PRACTICES IN DOD ACQUISITION: A Page from Industry's Playbook (1989)

The report capitalizes on the interest in having DoD “do business like business”; the contacts and knowledge at Harvard Business School; and the strong, functionally diverse DoD acquisition background of the authors. This represents the full research report which includes commercial case studies documented during industry site visits and the Mobile Subscriber Equipment (MSE) U.S. Army acquisition case study.

SOURCES:

DTIC/NTIS – ADA 265-694

DSMC Home Page--abstract only

EUROPE 1992 - CATALYST FOR CHANGE IN DEFENSE ACQUISITION (1990)

This report, although external to the U.S. and DoD, discusses the Europe 1992 movement and the possible substantial effects on the U.S. defense acquisition community. The study shows the strong external influence to a U.S. defense acquisition community pre-occupied with internal changes. Internally the acquisition community deals with administrative changes and the defense management review process.

SOURCES:

DSMC

DTIC/NTIS – ADA 228-710

DSMC Home Page--abstract only

***INTERNATIONAL COOPERATION -
THE NEXT GENERATION
(1991)***

This report examines the future of the international program initiation process . National security is a function of military strength and economic strength. U.S. economic strength has weakened in part because of issues arising from the military-industrial complex.

SOURCES:

DSMC

DTIC/NTIS - ADA 262-875

DSMC Home Page--abstract only

***NDI ACQUISITION:
AN ALTERNATIVE TO
"BUSINESS AS USUAL"
(1992)***

This is a snapshot of the status of nondevelopmental items (NDI) acquisition activity within DoD as of Spring 1992. After an introduction of NDI acquisition, it explains how it is defined by the Congress and the Services; and finally, describes which legislation and emphasis have supported the concept during the last several years. It addresses how NDI acquisition is different from "business as usual."

SOURCES:

DTIC/NTIS - ADA 262-877

DSMC Home Page--abstract only

***VIRTUAL PROTOTYPING -
CONCEPT TO PRODUCTION
(1993)***

Virtual prototyping is a computer-based simulation with functional realism comparable to a physical prototype. It maximizes benefits of integrated product teams through scientific data visualization, 3-D drawings, and animated simulations. Rapid multi-discipline communication translates to more robust designs, lower design and manufacturing costs, and compressed cycle time. It facilitates the DoD dual-use thrust because of its electrical transportability, reuse of designs, and ability to rapidly reconfigure systems throughout the engineering design process.

SOURCES:

DSMC

DTIC/NTIS - ADA 279-287

DSMC Home Page--abstract only

GPO - 008-020-01328-5 (\$11.00)

***SYSTEMS
ACQUISITION
MANAGER'S
GUIDE
FOR THE USE OF
MODELS AND
SIMULATIONS
(1994)***

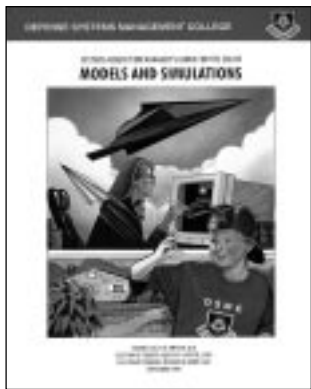
This Report explores current DoD initiatives; policy and guidance; identification of newly formed organizations in modeling and simulation; a better understanding of how models are developed, applied in simulations, and their value in analysis. A quick reference for applying these tools to weapon systems development, it also offers lessons-learned from current acquisition managers, advice on management practices, points of contact, and how to access modeling and simulations databases.

SOURCES:

DSMC

DTIC/NTIS – ADA 285-573

GPO – 008-020-01334-0 (\$14.00)



***MODERNIZATION
IN LEAN TIMES:
Modifications and
Upgrades
(1995)***

As the replacement cycle for weapon systems grows and turnover in technology shortens, one answer to maintaining an effective weapon system is through modifications and upgrades. This report provides pertinent top-level reviews of DoD regulations, policies, and guidance for major weapon systems' modifications and upgrades. Since the Service-levels usually handle modifications and upgrades, the report offers a review of each Service's policies and procedures. In addition, industry, foreign governments, and another government agency provide insight into how they perform the modifications and upgrade process.



SOURCES:

DSMC

DTIC/NTIS – ADA 298-983

DSMC Home Page--PDF

***NAVIGATING
THE DIGITAL
ENVIRONMENT:
A Program
Manager's
Perspective
(1997)***

This report provides a comprehensive examination of efforts to exploit the digital information environment, and its application within Defense acquisition programs. While relevant to the entire acquisition community and industry counterparts, the target audience is DoD Program Managers and their Program Management Offices (PMOs).

SOURCE:

DSMC

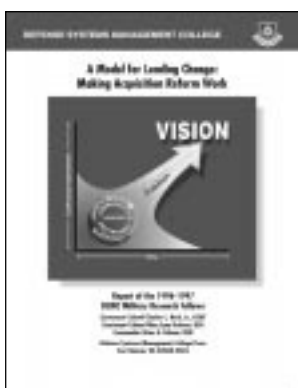
DTIC/NTIS – ADA 322-061

DSMC Home Page--PDF



***A MODEL FOR
LEADING
CHANGE:
MAKING
ACQUISITION
REFORM WORK
(1997)***

This report identifies a path for the leadership of the Department of Defense Acquisition Workforce to follow for implementing acquisition reform. A primer for changing organizations, it includes lessons-learned from the perspective of implementing change. The model uses the latest DoD efforts and addresses what DoD can do to change.



SOURCES:

DSMC

DTIC/NTIS – TBA

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GPO – 008-020-01437

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The *Acquisition Review Quarterly* refereed journal is published for the Defense Acquisition University by the DSMC Press. The *ARQ* is designed to serve as a bridge of communication between those

who study acquisition management and those who practice it. It treats specific areas in depth for the serious practitioner of defense systems management. Articles fall under the broad topics of lessons-learned, opinions, tutorials, and research. The intent of the *ARQ* is to stimulate debate.



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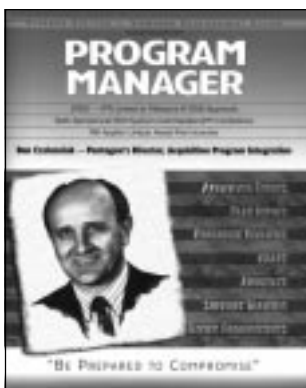
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MANAGER
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A bimonthly publication produced by the Defense Systems Management College. This periodical transmits information on policies, trends, events, and current thinking affecting program management and defense systems acquisition to the acquisition workforce.



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DSMC (Government Only)

GPO (Nongovernment)

DTIC (Nongovernment) - Starting with
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***ACQUIRING
DEFENSE SYSTEMS -
A QUEST FOR THE BEST
(TR 1-93)***

This report is both a treatise and a reference work. Readers receive as broad a view as possible of the quest for excellence in managing the acquisition defense (and space) systems and equipment since the end of World War II. At that time the challenge to preserve the peace became clear, as did the need to manage successfully our scientific, engineering, and manufacturing endeavors, be they government- or industry-related.

SOURCES:

DTIC/NTIS - ADA 270-569

DSMC Home Page--abstract only

***ACQUISITION POLICY
IMPLICATIONS:
NATIONAL DEFENSE
AUTHORIZATION ACT
FOR FISCAL YEAR 1993
AND
DEPARTMENT OF DEFENSE
APPROPRIATIONS ACT
FOR FISCAL YEAR 1993 -
SUMMARY AND ASSESSMENT
(TR 2-93)***

This report provides a brief overview of the acquisition policy implications to the Department of Defense Appropriations and Authorizations Act for fiscal year 1993. Mr. C. B. Cochrane, Professor, Acquisition Policy, Defense Systems Management College is the author.

SOURCES:

DTIC/NTIS - ADA 273-210

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***TRADITIONS DIE HARD:
THE RELEVANCE OF
THE INDIAN WARS
TO THE U.S. ARMY OF
THE YEAR 2000
(TR 3-93)***

Prediction of near-term events may be possible by observing individual and organizational behavior from past situations; specifically where circumstances and environmental pressures from the two preceding periods are similar to present conditions. Such a possibility appears to exist for the current era of radically reduced military threats and budgets as compared to the era of conflicts with the Western Plain American Indians immediately after the Civil War.

SOURCES

DTIC/NTIS – ADA 275-754

DSMC Home Page--abstract only

***THE IMPACT OF THE
UNDER SECRETARY
OF DEFENSE FOR
ACQUISITION ON
DEFENSE SCIENCE
AND TECHNOLOGY -
AN ORGANIZATIONAL
CULTURE STUDY
(TR 1-94)***

The capability of a modern, high quality military force depends upon fielded advances in science and technology. This technical report examines the Goldwater-Nichols DoD Reorganization Act of 1986 that altered science, technology, and acquisition leadership relationships in the Office of the Secretary of Defense (OSD). This technical report is a doctoral dissertation presented to the University of Southern California, by Robert A. Warren.

SOURCES:

DTIC/NTIS – B 186-631

DSMC Home Page--abstract only

***LESSONS LEARNED
WORKING WITH
THE ARMY'S
MOBILE SUBSCRIBER
EQUIPMENT (MSE)
PROGRAM
(TR 2-94)***

This report is a "lessons learned" on how the GTE interacted with the Army in the Mobile Subscriber Equipment (MSE) program. Written by the former industry program manager of MSE, this report includes a brief explanation on the implementation of the program.

SOURCES:

DTIC/NTIS – ADA 284-295

DSMC Home Page--abstract only

***PROJECT KAIZEN -
REVIEW OF THE
OVERSIGHT BY CONGRESS
OF DOD ACQUISITION
PROGRAMS
(TR 3-94)***

This project, conducted by Section C of Program Management Course 94-1, reviewed the oversight by Congress of DoD acquisition programs with the aim of continuous improvements. Three teams each developed a learning contract to outline objectives. Team 1 analyzed the pending legislation in the House and Senate concerning acquisition reform to determine potential impacts on DoD. Team 2 examined the recurring formal oversight documentation required by Congress. Team 3 examined the one-time reports required by law and committee language.

SOURCES:

DTIC/NTIS – ADA 285-596

DSMC Home Page--abstract only

***AN ABSTRACT MODEL OF
ROGUE CODE INSERTION
INTO RADIO FREQUENCY
WIRELESS NETWORKS
(TR 4-94)***

This research model examines the effects of computer viruses upon the program management office. LTC Christopher V. Feudo presented his doctoral dissertation to the School of Engineering and Computer Science, The George Washington University.

SOURCES:

DTIC/NTIS – ADA 285-759

DSMC Home Page--abstract only

***THE SOCIOPOLITICAL
ASPECTS OF
GERMAN INDUSTRIAL
ORGANIZATION:
A MODEL FOR
EASTERN EUROPE?
(TR 5-94)***

Germany's postwar renaissance provides an example of a unique, but successful, adaptation of free market economic theory to a country's specific sociopolitical needs. By promoting a social contract that called for the development of a "social market economy," it pioneered in adapting free market practices to the country's specific needs. The report, by Dr. Edward M. Kaitz, focuses on a brief analysis of the institutional systems underlying German industrial organizations.

SOURCES:

DTIC/NTIS – ADA 286-555

DSMC Home Page--abstract only

***ENVIRONMENTAL
PRACTICE IN
PROGRAM MANAGEMENT
OFFICES
(TR 1-95)***

This study analyzes the environmental practice within DoD Program Management Offices. Data and analysis are relative to policy and guidance, organization, reference materials, documentation, funding, contracting actions, technology, training, audits and inspections, and impacts of environmental issues. The researcher, George P. Noble III, used both a sur

vey instrument and an interview process in this project.

SOURCES:

DSMC

DTIC/NTIS - ADA 290-823

DSMC Home Page--abstract only

***A STUDY OF THE
RELATIONSHIP BETWEEN
INITIAL PRODUCTION
TEST ARTICLES USED IN A
SYSTEM DEVELOPMENT
PROGRAM
AND THE
SUCCESS OF
THAT PROGRAM
(TR 2-95)***

The principal objective for the research team was the collection of data to determine if there is a relationship between the number of engineering and manufacturing development (EMD) test articles used and the managerial success of the EMD phase of the major system acquisition program. The research team concludes there is a positive correlation between the number of test articles and program success.

SOURCES:

DSMC

DTIC/NTIS - ADA 296-130

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***THE HISTORY
AND SIGNIFICANCE OF
MILITARY PACKAGING
(TR 1-96)***

This work deals with the logistics doctrine of military packaging. Military Packaging came about because military planners overlooked the need to protect material from the storage and transportation stresses first encountered during World War II. These experiences led the War and Navy Departments to maintain cadres of expertise in this emerging technology, and to establish a training school for teaching military packaging materials and processes. This work examine why military packaging exists, and why we need not continue to repeat the lessons of history, over and over, in the name of short-term savings.

SOURCES:

DSMC

DTIC/NTIS - ADA 307-293

DEFENSE ACQUISITION CHART

DEFENSE SYSTEMS ACQUISITION MANAGEMENT PROCESS CHART (CORP 3000R2) (JANUARY 1997)

The Defense Systems Acquisition Management Process Chart is designed to serve as a road map of functional activities throughout the acquisition life cycle. This chart is based on DoD Executive Summary DoDD Directive 5000.1 and DoD 5000.2-R, both dated 15 March 1996. Due to the large electronic file size, this document is not available on the DSMC Home Page.

SOURCES:

DSMC

GPO-008-020-01419-2 (\$1.75)

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